DOCUMENT RESUME

ED 241 063 IR 050 673

AUTHOR Bills, Linda G.
TITLE OCLC Use by Library Clusters. Illinois Valley Library System OCLC Experimental Project Report No. 5.
INSTITUTION Illinois State Library, Springfield.; Illinois Valley Library System, Pekin.
PUB DATE May 83
GRANT LSCA-I-79-IX-C
NOTE 67p.; For related documents, see IR 050 445 and IR 050 665.
PUB TYPE Legal/Legislative/Regulatory Materials (090) -- Reports - Research/Technical (143)

EDRS PRICE MF01/PC03 Plus Postage.
DESCRIPTORS Attitudes; *Cataloging; Cost Effectiveness; Input Output Devices; *Interlibrary Loans; *Library Networks; *Online Systems; Records (Forms); Regional Cooperation; *Shared Services
IDENTIFIERS *Illinois Valley Library System; Multitype Library Networks; *OCLC; Resource Sharing

ABSTRACT

A project was conducted from 1980 to 1982 to examine the costs and benefits of OCLC use in 29 small and medium-sized member libraries of the Illinois Valley Library System (IVLS). Academic, school, public, and special libraries participated in the project. A major project objective was to determine whether the sharing of an OCLC terminal by two to five libraries in close geographic proximity could significantly cut costs and yet provide acceptable service. This report describes specific cluster work arrangements for cataloging and interlibrary loan, including cataloging at the host library; cataloging from printouts; cataloging by the host library; conducting part of the cataloging procedure at the guest library and the rest at the host library; limiting interlibrary loan activity to lending of materials requested via OCLC; lending and borrowing through the host library; lending and borrowing by the guest library; and dial access interlibrary loan use and shared use of a portable terminal. Financial and physical considerations of these cluster arrangements are described as are the reactions of librarians and staff. It is concluded that clustering provides a good way to introduce libraries to OCLC use, but that any cluster arrangement will probably result in guest libraries deciding, if at all possible, to purchase their own terminals. Appendices present statistical information on project libraries, a map of IVLS, and a sample IVLS/OCLC cluster agreement form. (ESR)

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OCLC Use by Library Clusters

by Linda G. Bills
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Illinois Valley Library System
OCLC Experimental Project
Report No. 5

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Springfield, Illinois
May 1983

Funded by a Library Services and Construction Act Grant

Printed by the Authority of the
State of Illinois
June 1983 - 700 - GA-1292

IR 0506 '83

This is one of eight reports to be published by the Illinois State Library describing the results of the OCLC Experimental Project. The Project was conducted by th Illinois Valley Library System and thirty-three of its participating libaries from January 1980 to December 1982. The Project was funded by LSCA grant I-79-IX-C awarded by Alan J. Dixon, Illinois Secretary of State and State Librarian, through the Illinois State Library.

Illinois Valley Library System
OCLC Experimental Project
Reports

I OCLC Experimental Project Description

II Implementing OCLC in Small and Medium-sized Libraries

III Cataloging Before and After OCLC

IV Attitudes about OCLC in Small and Medium-sized Libraries

V OCLC Use by Library Clusters

VI OCLC Public Access Terminals in Small and Medium-sized Libraries

VII Interlibrary Loan Before and After OCLC

VIII OCLC Experimental Project — Summary and Conclusions

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OCLC USE BY LIBRARY CLUSTERS

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Introduction

From January 1980 through December 1982 the Illinois Valley Library System (IVLS) and thirty-three of its participating libraries conducted an experimental project to test the costs and benefits of OCLC use in small and medium-sized libraries. A detailed description of the System, the Project and the libraries involved in the experiment is given in the first report in this series. The tables from that report, giving descriptive statistics for the Project libraries, are included as Appendix A of this report.

In all Project reports, certain terminology is used consistently. The "System" or "IVLS" refers to the Illinois Valley Library System; "Project" refers to the OCLC experimental project, whereas "project" may refer to any local undertaking, particularly retrospective conversion projects in each library; "librarian" or "library director" refers to the person responsible for library operations, reflecting various levels of education and experience. In the context of OCLC work, "cataloging," unless specifically designated as "original cataloging" or "original input," refers to editing existing OCLC copy and ordering cards. Libraries in the Project were organized in "clusters' with one "host" library where the terminal was located throughout the Project. The "guest" libraries in the cluster had no permanent terminal in-house but generally used the one in the host library.

In all Project reports, it is assumed that the reader is familiar with the OCLC system and, in particular, with the cataloging and interlibrary loan subsystems. A brief description of this

automated library service as it existed at the time of the Project can be found in the brochure Online Library Systems (Dublin, Oh: OCLC, [1982]).

This report is concerned with use of OCLC by library clusters. One of the major objectives of the Project was to determine whether the sharing of an OCLC terminal by several libraries could significantly cut costs and yet provide acceptable service. The clusters were arranged so that two to five libraries in close geographic proximity shared a terminal. The map of the System given in Appendix A shows these cluster arrangements. This report will explore not only the financial and physical considerations in clustering but also the reactions of librarians and staff to the cluster arrangements.

Clustering - General Considerations

Clustering to share an OCLC terminal is not a new concept. It has been implemented in a variety of configurations throughout the United States and in at least two other areas in Illinois. In IVLS there has been a history of clustering since OCLC was first adopted. The second OCLC member in our area, Bradley University, made its terminals available to Illinois Central College and Peoria Heights Public Library. When these libraries later acquired terminals of their own, they in turn shared them with others.

There are several general environmental factors that make clustering attractive in IVLS. First, the System maintains a regular delivery service to all area libraries. At least two deliveries a week are made to all libraries. There is four- or five-day-a-week delivery for the larger and more active libraries, including 44% of

the Project participants. Since these deliveries can include correspondence as well as more bulky library materials, there is an easy means for transferring OCLC information, such as printouts.

Second, library staff in the System are accustomed to working together on local and System-wide projects. Public librarians meet four or five times a year in "zone meetings" covering three general geographic areas within the System. These meetings provide frequent and fairly informal contact among them. Staff from all types of libraries come together two or three times a year for workshops on topics of general interest. Also, frequent workshops on special topics and service on System advisory groups bring librarians together. These contacts and work on shared projects has created and maintained a cooperative attitude among the libraries.

Finally, the participants knew from the start that their use of OCLC in the Project would involve sharing a terminal. Although the structure of their cluster was not clearly defined in the beginning, any library that joined accepted clustering as a part of their commitment.

There are some conditions in Project libraries which made clustering difficult. One major problem in several cluster arrangements was the time spent by the guest library staff members away from their own libraries. In most clusters, the largest library was the host. The guest library, in many cases, had only three or fewer staff members. To free one person to work away from the library required a major shift in scheduling or even hiring substitutes. For libraries with small staffs, time away from the building for one staff member was proportionally more difficult than for libraries

with larger staffs. In the smaller libraries there is seldom any staff member who is not involved in public service, and who might be able to work outside the building without affecting that service. Even in the larger libraries in the Project, it was unusual to have a single staff member who worked exclusively in technical service functions.

If guest libraries sometimes had problems freeing staff, hosts sometimes had problems accommodating them. Many host libraries operated in buildings which were over-crowded, so that providing space for the terminal and printer presented difficulties. In two cases, the only available location was the director's office. Accommodating a guest as well required that a work area around the terminal be kept relatively clear. In crowded conditions, this was sometimes difficult.

Schools as guest libraries had special problems. In at least two of the four schools, the administration had serious concerns about whether the library staff, especially the professional staff, could be paid for work done away from the school building. The supervisory and instructional duties of some school librarians also made it difficult for them to regularly schedule time out of their buildin, during chool hours. School administrators, in common with governing authorities of other types of libraries, were reluctant to pay for work done after hours.

Schools as hosts, however, would have created the problem of access to the terminal when the school building is closed in the evenings and during the summer. Because of this factor, and because

three of the four schools joined after clusters had been designed, no school served as a host during the Project.

Other environmental factors that affected cluster arrangements were traveling distances, lack of public transportation outside downtown Peoria and the problems of traveling in the winter. In addition, our System area is served by a number of telephone companies. It is not unusual for a phone call covering less than five miles to involve long distance charges. This, and the necessity of going through an operator to charge those calls, made calling the host or guest libraries an annoying procedure in some cases. Also, the poor quality of phone connections in some areas hindered the use of dial access terminals.

Cluster Arrangements

The OCLC Project libraries were eventually arranged in eleven clusters. One library, Peoria Public, had sufficient terminal activity that a sharing arrangement was not considered desirable. Table V-A on the next page shows each cluster separately with information on the type and size of the libraries, the amount of terminal activity generated, and the number of miles from the guest to the host library.

The body of this report describes specific cluster work arrangements for cataloging and interlibrary loan, including a breakdown of cost factors. Arrangements made to handle these two functions are

TABLE V-A

OCLC Project Clusters

Library[1]	Type[2]	Staff	Annual OCLC Use, 7/81-6/82			Miles To Host
			Cataloging	ILL Requests	Total	
Alpha Park	P	11.9	2,724	838	3,562	
Limestone	Sc	4.0	491	43	534	4
CLUSTER TOTALS			3,215	881	4,096	
Black Hawk	Ac	5.0	206	146	352	
Toulon	P	.5	39	56	95	8
Bradford	P	.4	96	12	108	12
CLUSTER TOTALS			341	214	555	
Caterpillar Tech.	Sp	9.0	154	870	1,024	
Henry	P	1.2	814	2	816	20
CLUSTER TOTALS			968	872	1,840	
Dunlap	P	2.5	1,943	794	2,737	
Lillie M. Evans	P	2.1	480	230	710	9
Wyoming	P	.4	102	58	160	19
CLUSTER TOTALS			2,525	1,082	3,607	
Elmwood[3]	P	1.2	37	14	51	
Farmington	P	4.0	760	343	1,103	7
CLUSTER TOTALS			797	357	1,154	
Eureka College	Ac	8.5	761	273	1,034	
Illinois Prairie	P	4.7	2,311	2	2,313	10
CLUSTER TOTALS			3,072	275	3,347	
Fondulac	P	9.5	3,541	764	4,305	
East Peoria	Sc	4.0	523	43	566	1
CLUSTER TOTALS			4,064	807	4,871	
Kewanee	P	8.9	3,257	518	3,775	
Galva	P	3.4	967	135	1,102	12
Mason[3]	P	.4	205	36	241	13
Neponset	P	1.4	266	6	272	7
CLUSTER TOTALS			4,695	695	5,390	
Methodist Medical	Sp	4.0	644	288	932	
Caterpillar Business	Sp	8.0	396	482	878	1
CLUSTER TOTALS			1,040	770	1,810	
Pekin[4]	P	16.0	5,167	1,053	6,220	
Ayer	P	1.2	284	123	407	19
Mackinaw	P	2.1	730	557	1,287	17
Pekin H.S.	Sc	10.0	1,138	76	1,214	3
CLUSTER TOTALS			7,319	1,809	9,128	
Washington	P	8.7	1,525	384	1,909	
Morton	P	6.1	2,076	685	2,761	9
CLUSTER TOTALS			3,601	1,069	4,670	

[1] In each group, the first library named is the host.

[2] Ac = Academic, P = Public, Sc = School, Sp = Special.

[3] Elmwood and Mason Libraries were engaged in reclassification projects which created far heavier loads than are indicated here.

[4] Pekin Community High School also made use of terminals located at Illinois Valley Library System headquarters (5 miles away). Pekin Public was engaged in a complete retrospective conversion which made heavy demands on terminal time.

discussed separately since the alternative selected for one might influence, but not necessarily dictate, the alternative selected for the other.

We have tried to outline the factors for calculating clustering cost in terms of financial outlay and staff time. These are the costs of clustering only; they do not include any costs that would be incurred simply by using OCLC, such as charges for producing cards or sending an ILL request. We also did not count, as a cost of clustering, guest library staff time actually spent at the terminal (as opposed to traveling), since, if the guest had had an in-house terminal, this staff time would still have been used. We have, however, counted the cost of host staff time spent doing work for a guest, since this cost is generally reimbursed to the host and therefore is a financial cost which the guest library might not otherwise incur. Time and expense for the use of OCLC per se might also be considered if there is reason to believe that the cluster arrangement itself served to increase or decrease that time or expense.

Intangible benefits and disadvantages described by librarians in their evaluations of the arrangements are also given. These were collected in two sets of interviews done with directors in May of 1981 and July of 1982 (see Report No. 4).

One factor common to cluster arrangements, which is not detailed below in individual descriptions, is sharing costs related to maintaining the terminal. Currently, in Illinois, these charges consist of $40.50 per month terminal maintenance fee, $26.50 per month system service fee (per terminal) and $50.00 per month modem fee.

Thus, it currently costs $1,404 each year to have one terminal and modem. In any terminal sharing arrangement, this cost must be divided among the participants in some manner.

During the Project, these terminal costs were covered by grant funds, as was the cost of a printer maintenance contract. In cluster negotiations after the Project, the libraries generally agreed that these costs (sometimes including a capital development fund for eventual terminal replacement) should be shared proportionately among cluster members. Two different plans emerged from these discussions. Allocation of the shared costs depended was based either on the relative number of produce commands sent (ILL, cataloging, or both) or on the relative number of hours of scheduled terminal use for each library. Depending on which of these schemes was used to divide costs, some cluster arrangements might reduce a library's share of terminal maintenance costs by reducing the amount of time needed at the terminal.

Each host library was provided with a slave printer that could print out OCLC screen displays. Using the OCLC label formating command, it could also print labels for the bookcards, pockets and spines. For some cluster arrangements, these printers were essential tools.

In addition to equipment costs, the following costs of clustering were also covered by grant funds:

Mileage to and from the host library
Reimbursement to the host library for staff time spent working for the guest (cataloging or ILL)
Payment of staff members specially hired to work at the host library for guest library (not normal guest or host library staff)
Printer paper

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These expenses have been included below in descriptions of clustering costs.

Cataloging Cluster Arrangements

In the description of cataloging arrangements given below, there is no discussion of original cataloging and input. The hit rate on OCLC was so high for most materials that this was not a significant factor for any of our libraries. If a guest library needed to input new cataloging, it was usually handled one of two ways. Either the item was sent to IVLS where a Project staff member cataloged and input it, or a member of the guest staff cataloged it. If this guest staff member did not normally work at the terminal, he or she usually made a trip to the host to input the new cataloging.

Most of the guest libraries preferred the first alternative both because it was convenient and because they did not do original cataloging often enough to feel they could input copy that was up to national standards. After the Project, original cataloging has been made available on a per-title contract basis by some staff members of larger libraries.

Alternative One: Cataloging at the Host Library

This was the most popular alternative in our libraries. In it, the guest library staff member travels to the host library either with the actual books that need cataloging or with information about them, such as an order slip or model card. The staff member edits the OCLC record at the terminal and orders the cards. She or he may also produce a label set for the spine, bookcard and pocket. If the staff member does not normally make difficult cata-

loging decisions for the library, problem items may be handled by making a printout and returning to consult the librarian. The problem item can then be cataloged, with the librarian's instructions, during the next trip.

Financial costs

Mileage reimbursement

Miles per trip
X Trips per month
X Reimbursement rate
Cost per month

Staff time costs

Travel time
Time away from building and unavailable for public service
Time wasted if terminal is down or response time slow

Benefits

Control of cataloging content and priorities
Staff development
Interaction with host staff

There are several advantages to this system. First, the guest library maintains full control over the total cataloging process. They can decide exactly what goes on the cataloging cards and the priority for doing the cataloging. If only limited time is available, certain items can be cataloged first on the basis of the staff member's knowledge of the guest library's needs. Another attraction in this method is obtaining labels from the printer immediately so that books can be processed and circulated as soon as they are returned to the guest library.

More intangible benefits have also been described by the librarians. Staff members feel that they are learning new skills by

using OCLC themselves rather than having a host library do the work. Forty-seven percent of all the library directors in the Project felt that this staff development aspect was a valuable part of OCLC use. Obviously, this benefit could not be realized without regular work at the terminal.

Another advantage is that arrangements which involve visits to the host library increase communication among staff members of different libraries. Relations among the libraries' staff members in our System have always been good and there have been opportunities both in local and in System-wide meetings for the exchange of information. However, this particular cluster arrangement often puts staff members below the level of librarian in contact with each other. Their exchange of information on an informal basis creates an added bond among neighboring libraries. In clusters where the host library and guest library are of different types, it gives an opportunity for guest library staff members to gain an understanding of the operations of another type of library.

The increase in communication took on a special significance in two school-public library clusters. In both there was increased recognition that both libraries served overlapping patron groups and could benefit by more communication. In one of these clusters, special efforts were made to increase community awareness of the shared role of libraries. School administrators and other officials were kept informed on how this shared enterprise was stretching the use of tax dollars.

Two guest librarians also felt that they benefited by having access to host staff members who, because they used the terminal

more, had greater expertise. In these cases, help with problems handling the terminal or editing copy was immediately available.

An unexpected, but significant benefit in terms of amount of work that can be done was mentioned by four guest librarians, three of them from schools. They appreciated the fact that, when they worked outside their own buildings, they were not interrrupted by phone calls or by supervisory duties.

The major disadvantages of this method are the travel time needed to go to the host library and the loss of a staff member from the guest library. In several cases, the guest library was so small that there were only three or fewer staff members. In school libraries there was the special problem of having to leave uncertified people in charge. The cataloging must then be done either when the guest library is closed or when some substitute can be hired to help keep the guest library open. (None of our libraries used the latter solution.) In many cases, working while the guest library is closed involved the librarian or staff member using his or her own, generally uncompensated, time. It says much for the librarians' conviction about the value of OCLC that several of our smaller libraries' staff members did make these sacrifices and some of them are continuing to do so on their own after the Project is over.

Another major disadvantage of traveling to the host library is that down-time and slow response time becomes a very severe problem. Host library staff can generally find some other work to do when the terminal is slow or unavailbale. Staff members from a guest library, however, have no alternate work available. They must either wait, with little or nothing to do, until the terminal comes up or decide

to go home and return another time. During the Project, unfortunately, down-time was a particularly serious problem for all OCLC users.

In an effort to circumvent the disruption of down-time, librarians generally called ahead to their host libraries before coming to do terminal work. This was no guarantee that the terminal would not go down during the work period, but at least it prevented trips being made when the terminal was known to be unavailable.

The location of the terminal itself had some influence on the success of the cluster. Three of the eight host librarians felt that accommodating guest library personnel in cramped quarters was difficult. In two of these three libraries the terminal was located in the director's office. In these same two clusters guest staff members also mentioned that they were "uncomfortable" and felt that they were "bothering" their host.

Host libraries generally found that scheduling the terminal was a problem, particularly rescheduling to make up for down-time. Scheduling, however, appeared to be a problem one way or another regardless of the cluster arrangement used.

Other problems cited by one or two guest libraries were "lugging the stuff to the terminal." and increased turn-around time. This last was applied specifically to AV materials where the terminal operator always had to bring a printout to the librarian for editing and could only order cards on a second trip. Two guest librarians mentioned the necessity of batching work, one as an advantage and the other as a problem. One thought it was disruptive, but the other felt it encouraged organization and efficiency.

Overall, this method of clustering was successful because it gave the guest control over cataloging and involved them in the operation of the terminals. Hosts liked it because it was not very disruptive of their routines and did not require much staff time. The closer relations among staff was almost universally considered an added benefit.

The guest libraries who chose this arrangement were:

Bradford Public Library
East Peoria Elementary School District #86
Farmington Community Unit School District #324
Galva Township Public Library
Lillie M. Evans Memorial Library
Limestone High School District #310
Mason Memorial Library
Morton Public Library
Neponset Public Library
Pekin Community High School District #303
Toulon Public Library

Alternative Two: Cataloging From Printouts

In this arrangement, a staff member from the guest library traveled to the host with information about items which had been or were about to be ordered. The guest searched the terminal and made printouts for all titles that were found (generally a very high percentage). These printouts were taken back to the guest library until the books arrived. At that time, the OCLC printout was compared with the book and annotated for any changes that needed to be made when cards were ordered. The books could then be processed and readied for circulation if desired. If not, the book could wait until a staff member returned with labels from the printer. When a sufficient number of printouts had accumulated, the staff member would again go to the host library and order cards using the anno-

tated printouts. During the same trip, new orders could be searched and printouts made.

Two guest libraries used this cataloging alternative. Henry Public Library, hosted by Caterpillar Technical Information Center, sent its librarian on a twenty-mile trip about once a month. Illinois Prairie District Public Library tried a variation on this arrangement. The staff member who did the cataloging did not actually work at the guest or host library but was hired specifically as a terminal operator. She lived close to Eureka College where the terminal was located and was not reimbursed for mileage since the host library was her primary place of work for this job. When orders were sent to vendors, a copy of the list was sent to her through the Illinois Valley Library System delivery route. She searched the host library terminal, made printouts and sent them to the guest library. After the books arrived, a member of the guest library staff annotated the printouts and sent them to the terminal operator who returned to the terminal and ordered cards. Labels were produced at the same time that the original printouts were made. If the call numbers were acceptable, the labels were used. If the librarian at the guest library decided to use a different call number than the one already on the OCLC record, a new set of labels was made in-house.

Financial cost

Mileage Reimbursement (Henry version)

Miles per trip
X Trips per month
X Reimbursement rate
Cost per month

Financial costs (con't)

Terminal Operator Salary (Illinois Prairie version)

Hours per month (approx. 5 min. X number of titles)
X Salary rate

Cost per month

Printer paper

Staff time costs

Travel time
Time spent away from library and unavailable for public service (Henry version)
Wasted time due to terminal down-time and slow response time

Benefits

Control of cataloging content and priorities
Staff development
Distribution of work over various levels of staff
Fewer trips than alternative one
Immediate cataloging/processing information when book received
Interaction with host library staff

The chief advantage for the guest library of using printouts in this manner is the same as that of the guest taking books to the terminal for cataloging: the guest library retains complete control over the content and priorities of cataloging. In addition, because cataloging decisions are not made at the terminal, they can be made by a higher level of staff while actual inputting may be done by a lower level staff member. Through the use of printouts, cataloging decisions can be distributed to staff members responsible for different collections such as adult, juvenile or sound recordings.

In terms of turn-around time from the arrival of the book in the library until it is available for patron use, this use of printouts may be faster than cataloging materials at the terminal. Using the printouts, cataloging information is available in the library

when the book arrives, so it can be labeled immediately and placed on the shelves. This was an an important factor for public libraries in the Project which put great emphasis on getting the books on the shelf with minimal delays.

On the other hand, turn-around time from the receipt of the book until the cards were in the catalog was generally greater when libraries used printouts in this manner rather than cataloging at the terminal. Printouts facilitated the batching of work, since books themselves were not being held up for cataloging information. Since fewer trips meant less mileage and less staff time out of the library, longer periods would pass between trips. This was particularly true for Henry Public Library, which was located twenty miles from its host library and had a small staff. Ordering of cards, therefore, sometimes did not take place until several weeks after the book had arrived and been processed.

In the variation used by Illinois Prairie District Library, the turn-around time for card receipt was not generally as great. After the receipt and processing of the book, the cards could be ordered as soon as the annotated printout could be delivered to the terminal operator (about three days on the delivery system), and she could schedule a trip to the terminal.

The intangible advantages of Alternative One are also present in Alternative Two. The staff member using the terminal is learning a new skill which generally adds to job satisfaction. Also, there is the opportunity to exchange information with staff members of the host library. This advantage was possible for Henry Public Library where a librarian from Henry actually traveled to the host library.

In the Illinois Prairie District arrangement, this advantage could not be realized because the person using the terminal did not also work at the guest library.

If a member of the host staff has OCLC or cataloging expertise, this is an advantage to the guest. The Henry librarian took advantage of the expertise of the special library staff members. Illinois Prairie benefited not only from the experience of the professional cataloger at Eureka College, but also because the person who was hired as their terminal operator was attending library school and could contribute her own expertise.

Neither of the host libraries had serious problems with scheduling guest staff. Since the Illinois Prairie-Eureka College cluster had relatively heavy terminal use, this may indicate that scheduling fewer, if longer, sessions is easier on both cluster participants than the shorter but more frequent sessions needed in when materials are actually cataloged at the terminal, as in alternative one.

The disadvantages and costs of cataloging from printouts are basically the same as those for cataloging at the terminal. The staff must take some time away from the library, unproductive travel time must be used and mileage must be paid. There is also the frustration of encountering down-time or slow response time after a trip to the terminal. This frustration may even be greater because trips are longer and are planned less often so rearrangements may be more difficult. In addition, it is not as easy to take advantage of the label-production capabilities of the printer. If labels are produced when the printouts are made, they may not match the call

number eventually selected for the book. If they are made when catalog cards are ordered, the book must be kept sitting in the processing area until the staff member gets back to the host library.

Alternative Three: Cataloging by the Host Library

In this arrangement, the guest library sends copies of the order slip or some other information to the host library. Staff members of the host library, using a predetermined set of guidelines, order cards for the guest library. There were two different variations of this arrangement used during the Project. Wyoming Public Library sent cataloging information to its host library, Dunlap. The Dunlap librarian edited records and ordered cards for the books that Wyoming had acquired. She consulted a set of guidelines on Wyoming cataloging practices (e.g., how call numbers are done for biographies, whether added entries are made for joint authors, etc.) and the Wyoming list of holding library codes. In this case, the guest library has little or no control over the cataloging that is received. However, if there were any serious problems with a set of cards, replacements were ordered.

Pekin Public Library had two guest libraries, Mackinaw Township Public Library and Ayer Public Library, that used this method. The guest libraries sent order information to Pekin where two Pekin staff members, one assigned to each guest, processed it. Again, they called up the OCLC record and changed it to agree with guidelines from the guest libraries. However, instead of immediately producing the cards, the Pekin staff member made a printout of the proposed cataloging and put the record in the "save" file, which

would hold it for seven days. The printout, with a notation of the save file number, and a set of labels was sent to the guest library through the IVLS delivery. A guest library staff member examined the cataloging and contacted the Pekin staff member by telephone. Corrections were requested, if needed, and permission given to order cards. The Pekin staff member, at her next scheduled terminal session, ordered the cards. This method required a great deal of coordination so that records in "save" could be produced within the seven day limit on "save" file retention. If a longer period passed, they had to be retrieved from the "save" file and re-saved. The advantage, however, was that the guest library retained complete control over the content of cataloging.

Financial costs

Reimbursement to Host for staff costs

Minutes per title (averaged 4.56 min.)
X Salary rate
Cost per title (averaged $.22)

Printer paper
Telephone charges (if any)

Staff time costs

For guest - none
For host - giving up staff time for guest work

Benefits

Control over cataloging content (Pekin version)
Little or no OCLC cataloging training for guest

One advantage of contracting with the host library for cataloging is that the guest library staff member does not need to travel at all. In addition, if the guest library has a fairly low

acquisition rate, doing their own cataloging on OCLC may be slow and costly in staff time because the staff member never gets enough concentrated experience at the terminal to develop speed. The host staff member, on the other hand, may also be responsible for host library cataloging and may have developed greater skill and speed in using the terminal and interpreting records. Because of the possibility of faster cataloging, it may actually cost less in staff time for the host to do the work than the guest, even if the host library staff member is in a higher salary range. Wyoming especially benefited from this arrangement since their cataloging at Dunlap was done by a professional cataloger with several years of OCLC experience.

The disadvantage is that the guest library looses all or some control over the content of cataloging. The method of sending printouts for approval employed by Pekin Public Library and its two guest libraries guaranteed the guests control over the product, but caused significant delays in the receipt of cards. The guest library also lost control over priorities for cataloging. Although it was possible to mark items as rush, it was not always possible for the host staff member to treat them in that manner. Even when a host staff member knows that part of their salary is being reimbursed by the guest library for the work, it is hard to achieve the same sense of urgency about doing work for another library as you may have about doing what you consider to be your primary job for your own library.

In the case of Pekin, because they were a large library engaged in total retrospective conversion and had two (and sometimes three) guest libraries, staff time scheduled at the terminal was limited.

If the terminal was down or response time was particularly slow while a staff member was at the terminal it was not possible fo. that time to be made up later; the staff member had other things to do and the terminal was scheduled for the use of other departments. Under these circumstances, a large number of books received by the guest library might not be completely cataloged for several weeks, and the priority for doing any particular title would not be under the control of the guest library. The scheduling problem, particularly as it relates to down-time or poor response time, would be true in any guest/host situation where the total amount of terminal work was large. In these cases, rescheduling time would be difficult whether the staff member were a host or However, it is possible that, when things are tight and th -ary staff member is not around, the host library's own work wi d to have a higher priority.

Depending on the possible frequency of trips when the guest library does its own cataloging at the terminal (alternative one), contracting with the host library may be either faster or slower with regard to turn-around time for processing materials (i.e., waiting for cataloging information) and receiving cards. Some batching of work is necessary in either alternative, whether to make the guest staff member's trip worth while or for the convenience of the host library in scheduling staff time. When terminal time is heavily scheduled, however, large batches mean that some work must be held over for the next trip or until the host library staff member has another terminal session.

In calculating the costs of this alternative, we did not include the time needed for the guest librarian to examine and correct the printout. This is the sort of cataloging decision that would have to be made even with a terminal in-house, so it is not considered part of the clustering costs. The costs of sending materials (order forms and printouts) between the host and guest libraries were not figured either since materials were transported via the IVLS delivery which operates regardless of cluster arrangements. If the mail were used for this exchange of information, mailing costs would obviously need to be included.

Alternative Four: Searching on Dial Access, Producing on a CRT

In one cluster, Caterpillar Business Library and Methodist Medical Library, the guest (Caterpillar) used a dial access printer terminal to search for cataloging copy. The printouts from this terminal were given, with the book, to a librarian who annotated them to match local cataloging practice. A clerical staff member took the printouts in batches to the host library and used the OCLC CRT terminal to edit and produce cards.

Financial costs

Connect-time charge for Tymnet

Minutes per title (1.4 min.)
X Tymnet charge ($9.00/hr)
X titles per month (4[illegible].8)

Cost per month ($9.62)

Long-distance charges (if any)

Minutes per title
X Long distance charges
X Titles per month

Cost per month

Financial costs (con't)

Mileage to Host library

Miles per trip (2 miles)
X Trips per month (1.5)
X Reimbursement ($.20)

Cost per trip $.40

Tymnet fee

Annual fee ($24.00)
X ½ for cataloging use
÷ 12 months/yr.

Share of Tymnet fee for cataloging per month ($1)

OCLC Service fee (Dial Access)

Annual fee (100.00)
X ½ for cataloging use
÷ 12 months/yr.

Share of fee for cataloging per month ($4.17)

Dial access terminal maintenance contract (if any)
Dial access printer paper

Staff time costs

Travel time
Staff out of library for editing and ordering cards
Wasted time due to down time or slow response time while editing and ordering cards.

Benefits

Control of cataloging content and priorities
No staff time out of library for searching or cataloging decisions
Staff can do other work when dial access terminal is down
Immediate access to cataloging information when book is received, faster processing
Batched editing work, fewer trips to terminal
Interaction with host library staff
Access to OCLC data base in-house
Distribution of work among staff
Staff development

Note: figures are taken from worklog studies of terminal use covered in Project Report no. 3

The advantages of using a dial access printer in this manner are that, as with using printouts (alternative two), cataloging copy

is available as soon as the book is received. Where there is a distinction between the person inputting cataloging and the person making intellectual choices for cataloging, using printouts from any source allows for a division of labor among various levels of staff. The complete cataloging information and cataloging decisions are available very quickly so the book can be labeled and shelved, available for the patron, while the printouts can be batched and taken to the host library when there are enough of them to make the trip worthwhile. Down-time was not as much of a problem, at least at the searching stage, since the staff member could always turn to other work when OCLC was down or response time was slow. Finally, less staff time is spent away from the guest library.

The disadvantage of this method is the high cost of the dial access terminal and its operation for searching. The use of a dial access terminal for searching incurs a per-hour connect-time charge for the use of Tymnet lines. For libraries which use dial access exclusively, this cost would be offset by the lower rate on cataloging charges (in Illinois) and by saving the maintenance, service and telecommunications fees associated with a dedicated terminal. However, because the dedicated OCLC terminal in the host library was used to actually order cards, these costs were incurred as well.

In the cluster that actually used this method, the terminal already existed in the library for on-line searching of reference data bases, so there was no additional cost to buy or maintain it. Likewise, connect time charges for the dial access terminal were kept to a minimum because the staff member was accustomed to searching on-line.

In the costs given above it is assumed that the terminal is already available to the library and that maintenance fees on the terminal would be paid with or without its use for OCLC. If this is not the case, an allocation for terminal acquisition, replacement and maintenance costs should be figured in. It is also assumed that at least half of the use of OCLC by dial access will be for inter-library loan purposes. For this reason, the annual fees for dial access use on OCLC are divided in half before they are divided by twelve to get monthly figures.

At the time of the Project, communication with OCLC through dial access was slow (30 characters-per-second). Although 120 character-per-second connections are now available, they cannot be used with OCLC in Peoria because we still have only the slow (30 cps) Tymnet node. Due to this slow communication rate and other trouble with retaining a telephone connection with the OCLC computers, the library using this method expressed discontent with OCLC's dial access capabilities.

The library directors in the cluster that used this method, did not feel that there were any unusual problems with the guest's use of the OCLC terminal. Scheduling (for the guest) and space (for the host) were mentioned, as they have been in other cases. The guest library director, however, felt that the dial access terminal added its own frustrations. Once a staff member got used to the faster speed and greater flexibility of the dedicated OCLC terminal, operating through dial access was annoying. It was also felt that the dial access had more technical problems with accidental disconnections, difficulty in getting logged on and phone line inter-

ference. Even with these disadvantages, Caterpillar Business Library would have preferred this clustering method if they had not acquired a terminal at the end of the Project. In part, this was because dial access use gave them immediate access to the ILL subsystem (see ILL cluster alternative four below). Since the end of the Project, two more special libraries in Peoria have joined OCLC. Both had dial-up terminals already for other uses and both chose the clustering method described here to access OCLC.

No library in the Project used a dial access terminal for all OCLC operations, although three of them used it for interlibrary loan. Their experiences will be reported under interlibrary loan clustering alternatives.

TABLE V-8

Cluster Arrangements for Cataloging - Summary

CLUSTER ARRANGEMENT	1 Cataloging at Host Library	2 Cataloging from Printouts	3 Cataloging by Host Library	4 Searching by Dial Access
FINANCIAL COSTS	Mileage	Mileage, or Terminal operator salary Printer paper	Reimbursement of host staff costs Telephone charges Printer paper	Tymnet connect charges Long distance charges Mileage Tymnet fee (annual) OCLC service fee (annual) Dial Access terminal paper Dial Access maintenance
STAFF TIME COSTS	Travel time Time away from library Unproductive downtime	Travel time Time away from library Unproductive downtime	Staff time to do guest work (for host)	Travel time Time away from library Unproductive downtime
BENEFITS	Control of cataloging content Control of cataloging priorities Staff development Interaction with host staff	Control of cataloging content Control of cataloging priorities Staff development Interaction with host staff Distribution of work Fewer trips than #1 Cataloging information when book received	Control of cataloging content (Pekin ver.) Less OCLC training No traveling	Control of cataloging content Control of cataloging priorities Staff development Interaction with host staff Distribution of work Fewer trips than #1 Cataloging information when book received Staff in library during search time Instant access to OCLC data base

Interlibrary Loan Cluster Arrangements

The primary objective of this Project was to test the use of OCLC in small and medium-sized libraries for resource sharing. Although OCLC cataloging was generally seen as an advantage of the system, its primary use was as a means of adding library holdings symbols to a shared data base. Project participants were required also to add their holdings symbol to the OCLC data base for all titles which they owned published in 1975 or later (retrospective conversion). For the purposes of this Project, access to the data base of local holdings thus created and the ability to respond to and send ILL requests was a matter of great concern.

The interlibrary loan subsystem of OCLC requires considerably more frequent terminal use than the cataloging subsystem. For this reason, it was not always possible for guest library to actually use the interlibrary loan system as borrowers. Their trips to the host library would have been greatly increased and, for small libraries, the amount of work to be done at the terminal during each trip would have been minimal. Because our chief aim in this Project was resource sharing, we did insist that every library at least make arrangements to answer incoming requests from other libraries for its materials.

Even for those libraries that did not send requests over OCLC, the advantages of OCLC use for resource sharing were not lost. Since IVLS headquarters, which processess most non-automated requests from area libraries, uses OCLC as a location tool, the holdings added to the data base by Project libraries meant that all IVLS requests had a better chance of being filled by local libraries. Local fills generally meant less expensive and faster delivery to the requesting library (see Project Report No. 7).

Alternative One: Minimal Interlibrary Loan Use

In this arrangement, a guest library's only connection with the interlibrary loan subsystem is to lend materials requested over OCLC by other libraries. The host library checks the interlibrary loan message file for the guest library on a regular basis (at least once every other day). Whenever there is a request for an item from the guest library's collection, the host library calls the guest. The guest decides whether it will loan the item and informs the host who then updates the OCLC request appropriately. If the item is lent, the guest again contacts the host library when the item is returned so that the interlibrary loan file can be updated.

The guest library borrows materials for its patrons through the IVLS interlibrary loan system. A paper request is filled out and sent through the delivery to IVLS headquarters. The ILL department there uses their usual procedures to fill the request, which include checking OCLC for local holdings. (For a description of these procedures see Project Report No.7).

The costs of this arrangement to the guest library depend on whether the host library requires reimbursement for the staff time used. In many cases, host libraries were willing to provide this service for free because they felt it was a fair exchange to make for the advantages of housing the cluster terminal.

Financial Costs

Reimbursement to host per request received (if required)

Minutes per update (average 2.77 min.)
X Updates per request (2)
X Salary rate

Cost per request (average $.62)

Financial costs (con't)

Minutes to check message file (average .90 min.)
X Checks per month (14)
X Salary rate

Cost per month (average $1.32)

Telephone charges (if any)

Staff time costs

For guest - Time to receive calls, and notify host ILL of actions, record keeping
For host - Time to check and update ILL messages, call guest

Benefits

Opportunity to share resources

The advantage of this method is that the host library need only alert the guest library about requests that are received for its books. Lending through OCLC generally requires only two changes in the on-line ILL record, both very routine. Borrowing, on the other hand, involves searching, verification, deciding who to query, and filling out information on an on-line request form.

With this alternative, the guest/host communication is kept to a minimum. If the guest library has a small collection, it is unlikely that there will be a large number of requests received. Loaned materials generally only required two phone calls and two updates on the terminal. If borrowing is not done on-line, the message file is not complex and seldom requires a long time to check.

For the guest, the minimal interaction with the ILL system may not offer the advantages of borrowing over OCLC, but it does allow them to share. The importance of this feeling of contributing to the resource sharing activities of the System, state and nation

should not be underestimated. Many of our library directors were delighted to find that they had resources other libraries needed. After years of being on the receiving end of the ILL interaction, they had become lenders, getting requests from IVLS headquarters, from neighboring libraries and from all over the country. There was a special excitement in being able to lend materials to the University of Illinois, Chicago Public, other states or even, in two cases, to a library in Russia. They felt far more in contact with other libraries, and they felt good that items that might not be used by their own patrons were needed by others.

The participation of smaller libraries in the resource-sharing network as suppliers as well as borrowers has advantages for the larger libraries as well. During retrospective conversion, we frequently found that some of the smaller libraries held titles which had few other holding libraries on the data base. In the borrowing process, it was also true to some extent that popular items that were not available for lending from larger libraries could be lent by smaller libraries where the local patron demand was not so high. All of this lessens the burden of resource sharing for the large libraries and reaffirms the value of the small libraries' contribution (see Project Report no. 7).

The disadvantages of this procedure are that the guest library patron does not benefit from the more rapid interlibrary loan services that are available through OCLC use. This is especially true if the guest library is small because there will be less frequent visits from the IVLS delivery van to pick up paper requests.

The disadvantage to the host library is the time needed to check guest files and the distraction caused by incoming calls from the guest to report returned material. Sometimes even calling the guest library can create problems because the guest is open so few hours that calls must be scheduled.

The libraries which used this alternative during the Project were:

Bradford Public Library
East Peoria Elementary School District #86
Henry Public Library
Illinois Prairie District Library
Mason Memorial Library
Neponset Public Library
Toulon Public Library

Galva Township Public Library and Pekin Community High School used a variation on this method. Their trips to the host library for cataloging were frequent enough that they checked their own message files for incoming messages. They did not, however, send borrowing requests through the terminal since they felt they could not afford the staff time away from the library building that would be necessary to keep such requests updated.

Alternative Two: Lending and Borrowing Through the Host Library

It is possible for the host library take care of all interlibrary loan activity for a guest. In this case, the host library not only checks the message file for incoming interlibrary loan requests to the guest library but also sends interlibrary loan borrowing requests for the guest library. The information on these requests is communicated to the host through the telephone or by written messages. In the case of Morton Public Library, the director of the host library, Washington Township Public Library, lived

in the town of Morton and picked up new requests and update information each day on her way to work. In the other cluster which used this alternative, where Dunlap Public Library District processed ILL requests for both Lillie M. Evans Memorial Library and for Wyoming Public Library, the information was communicated over the telephone. In neither case did the host library do absolutely all of the interlibrary loan work. When a staff member from the guest library came to the host library for cataloging purposes, she or he might also do some interlibrary loan updating. Also, not all requests were sent over OCLC. The library might decide that a particular type of material (for instance, genealogical materials) would be better handled by a paper request to the Illinois Valley Library System's Interlibrary Loan Department.

Financial costs

Reimbursement to Host library (number updates needed includes updates for incoming requests averaged over number of outgoing requests)

Minutes per request sent (average 5.05 min.)
+ Minutes per update (average 1.63 min.)
X Updates per request (4.5)
X Salary rate

Cost per request sent (average $1.21)

Telephone charges (if any)

Staff time costs

Record keeping and communication time for host and guest staff
For host - giving up staff time for guest work

Benefits

OCLC ILL service for patrons
Sharing resources

The advantage of having the host staff process borrowing requests is that the patrons of the guest library get the best possible interlibrary loan service on their requests. The guest library staff can also check the status of the request on the on-line system by calling the host library. This is generally easier than checking on the status of the request sent to IVLS headquarters since, in the latter case, there are far more files and far more requests involved. At the same time, the guest library is responding to incoming requests and making a contribution to resource sharing.

This alternative, however, requires that the host library be willing to allocate significant amounts of staff time to maintain the guest library's interlibrary loan file. The time must be given on a regular basis and may be fairly large depending on the size and interlibrary loan activity of the guest. Also, in one of the clusters at least, there was some staff frustration felt in the host library because the phone calls from the guest library resulted in the interruption of work for their own patrons. There was some feeling, on the part of both host and guest, that these arrangements might be placing a strain on relations between the libraries.

Alternative Three: Lending and Borrowing by the Guest

When the guest library is located fairly close to the host library or other conditions make it possible for a guest library staff member to travel to the host at frequent intervals, the entire interlibrary loan process can be maintained by a guest library staff member. Limestone High School is located only about one-half mile from its host, Alpha Park Public Library. A member of the school

library staff went regularly to the public library to send requests, to update records and to check the message file, as well as to catalog. Such an arrangement might also be possible if a guest library staff member lived in the host library town and if it were possible for him/her to spend the necessary amount of time working outside the guest library building. In such a case, sending and updating requests could be done by the staff member on his/her way to work each morning without incurring the costs of mileage or travel time (since the staff member must travel to the guest library anyway).

Financial costs

Mileage Reimbursement (if applicable)

Miles per trip
X Trips per month
X Reimbursement rate

Monthly cost

Staff time costs

Travel time
Time away from library
Wasted time due to down-time or slow response time
Record keeping

Benefits

Use of OCLC ILL subsystem
Control of ILL use
Staff development
Interaction with host staff
Resource sharing

If the same staff member uses a single trip to do interlibrary loan and cataloging work, the total clustering cost for the guest library should be figured on the basis of the total number of trips involved.

The advantages of this method are that the patron of the guest library gets the benefits of OCLC interlibrary loan services and that the guest library has complete control over the process. Any information from the interlibrary loan subsystem that might be needed between staff visits could be obtained by a call to the host library. As with some alternatives in cataloging clusters, another advantage is increased interaction among staff members in the different libraries. In addition, the guest staff member is learning a new skill on the OCLC terminal. This not only tends to make the job more interesting, it increases the feeling of being an integral part of the resource sharing network.

The disadvantages are the travel time and mileage needed for regular trips, and time spent away from the library itself. As has been mentioned before, the frequent use of staff time away from the library causes hardship for the staff that remains and may reduce service to the patrons. For a library with extensive interlibrary loan use, however, absorbing costs in terms of staff time may be easier than finding money to pay the host library to do the work. Also, if the guest library has very heavy interlibrary loan needs, the host library may not be able to allocate staff time to take care of it. In these cases, the only alternative, short of dial access, is to send the requests to the System or to send their own staff member to the guest library.

Alternative Four: Dial Access Interlibrary Loan Use and Shared Use of a Portable Terminal

As with cataloging, it is possible to use the OCLC interlibrary loan subsystem in a dial access mode. Three of our libraries

used dial access printer terminals for interlibrary loan. The first of these, Caterpillar Business Library, already had a dial access terminal and a trained operator in-house. The terminal was used for OCLC and for searching reference data bases.

The other two libraries were small public libraries, Mackinaw Township Public Library and Ayer Public Library in Delavan, who shared a portable dial access terminal purchased by the Project. The IVLS delivery routes were arranged so that the terminal could be moved from one library to the other on Mondays and Thursdays. This allowed the libraries to update their files frequently enough to catch all incoming messages (which move out of a library's file if they are not answered in four days). Unfortunately, the exchange schedule could be thrown off by bad weather or by maintenance problems with the terminal.

Financial costs

Tymnet charges

Minutes to send request (average 5.05 min.)
+ Minutes to update (average 1.63 mim.)
X Total updates request sent (average 4.5)
X Tymnet charge ($9.00/hr)

Average tymnet charge per request ($1.86)

Long distance telephone charges (if any)

Minutes per request (average 12.4)
X Long Distance fees

Long distance charge per request

Tymnet fee

Annual fee ($24.00)
÷ months/year (12)

Monthly cost $2.00

Financial costs (con't)

OCLC service fee

Annual fee ($100.00)
÷ months/year (12)

Monthly cost ($8.33)

Dial access paper

Financial savings (Illinois only)

Telecommunications fee for each ILL request sent by dedicated terminal (-$.25 per request)

Benefits

OCLC ILL subsystem use
Control of ILL use
Immediate access to files (unless the terminal is shared)
Resource sharing
Staff development

As before, the cost of purchasing and and maintaining a terminal is not included here. If a dial access terminal is already in the library and is used for other purposes, this last cost factor should probably be prorated among the various uses. If a terminal is shared by two libraries this item would have to be split to reflect individual costs. Also, for a shared terminal, transport costs are not included. Without a delivery system of the type that exists in IVLS, a shared terminal could not be practical unless the libraries were quite close together or one library staff member lived in the other library's town.

The Tymnet costs are estimated from the average minutes needed to do ILL work on OCLC (See Project Report No. 7). To the average terminal time needed to actually search, formulate and send a requests we have added the average time needed for other operations such as updating and checking the message file. This "per update" time is

multiplied by the average number of other operations performed (both as lender or borrower) per request sent. Obviously this number would vary depending on the proportion of incoming to outgoing requests. Also, on dial access the cost are greatly affected by the experience of the operator and the condition of the phone line connections. In the two libraries that used dial access only for ILL, the average Tymnet charge per requests sent, as reflected in one year of bills, was $6.71 in one case and $1.75 in the other. (Amounts have been adjusted to reflect current price of $9.00/hr.)

Dial access use for interlibrary loan has the same advantages and disadvantages as for cataloging. As an advantage, it allows the library full control of the entire interlibrary loan process in-house and elimates travel time. If the library has its own terminal full time, it allows instant access to fill patron requests or to determine the status of a transaction. In this case, the patron gets the full benefit of speedier OCLC interlibrary loan service and complete access to resources. The disadvantages are that the dial access terminal is not as easy to use as a CRT. Searching and editing generally take longer and, the longer they take, the more they cost. (This is especially true in areas where 120 character-per-second communications are not yet available.) To the normal ILL costs must be added the connect-time charges for every minute of on-line time. In the libraries located outside the Peoria metropolitan area, there were also long-distance charges.

The three librarians that tried this alternative all experienced serious terminal and/or line problems. They felt that there were more problems using the dial access terminal than a dedicated

terminal. (Because of retrospective conversion projects all had had experience with OCLC terminals.) There were problems getting logged into the relatively few ports available on OCLC during the Project as well as phone line static problems that garbled messages. This last problem was particularly prevalent in the rural libraries, which would frequently receive the "message not clear" response when they had given a proper command.

In small libraries, there was also the problem of communications. If there was only one telephone in the library, that line was in use whenever the terminal was. This not only prevented patrons from contacting the library, it also prevented the library from contacting the System to troubleshoot problems with the terminal. Finally, if the guest library had a small volume of interlibrary loan requests to send and to respond to, it was difficult to develop the speed needed to use a dial access terminal efficiently.

For the two libraries that shared a portable terminal there were also problems keeping to the exchange schedule. It was frustrating for them to receive a request or have updating work to do just before the terminal was picked up. If down-time was particularly bad, a library might not be able to complete its batched work in the three days allowed. We also found that this terminal, presumably because it was moved so frequently, had more maintenance problems.

The directors, despite these problems, felt that in-house access to interlibrary loan was a benefit. At the end of the Project, however, the two libraries that continued felt that they would prefer to have their own OCLC terminal in-house. Whatever difference there was in cost between paying Tymnet charges and paying fees for a dedicated terminal would, they felt, be more than justified by improved access and flexibility.

TABLE V-C

Cluster Arrangements for Interlibrary Loan - Summary

CLUSTER ARRANGEMENT	1 Minimal ILL Use	2 Lending and Borrowing by Host Staff	3 Lending and Borrowing By Guest staff	4 Dial Access ILL
FINANCIAL COSTS	Reimbursement of host staff costs Telephone charges	Reimbursement of host staff costs Telephone charges	Mileage	Tymnet charges Telephone charges Tymnet fee (annual) OCLC service fee (annual) Dial Access printer paper MINUS part of ILL charges (in Illinois)
STAFF TIME COSTS	Telephone calls Record keeping Time to do guest work (for host)	Telephone calls Record keeping Time to do guest work (for host)	Travel time Record keeping Unproductive downtime Time away from library	
BENEFITS	Sharing resources	Sharing resources OCLC ILL service for patrons	Sharing resources OCLC ILL service for patrons Control of ILL use Staff development Interaction with host staff	Sharing resources OCLC ILL service for patrons Control of ILL use Staff development Constant access to OCLC ILL files

Cluster Agreements

After two years' experience with clustering, our librarians felt they needed more formal agreements than we had worked out originally. At first, cluster arrangements were made verbally during meetings among the directors of the host and guest libraries. In some cases, the exact agreements were not remembered later and in other cases they were altered to fit the circumstances. At the end of the Project, we developed a cluster agreement form that could be used to examine all aspects of the host-guest relationship and settle those that were applicable in a particular situation. A copy of this form is attached to this report as Appendix B.

Not all the items covered in the form would apply to all host-guest relationships but the list attempts to cover all possible

items that may need to be settled. The agreement defines the use that the guest library will make of the terminal, and the scheduling arrangements. The scheduling can be done either in vague terms such as minimum and maximum hours per month or an exact schedule can be attached to the agreement. Some agreement is also made about whether guest libraries' time can be rescheduled if it is interrupted by down-time.

The host library's services are defined in a number of categories and the reimbursement rate for each is established. In most of our clusters where these arrangements and their possibilities were discussed (before terminal placement had been decided) host libraries agreed to do the less time-consuming activities without a fee. There is a general feeling that having the terminal in-house is a tremendous advantage for the host library, for which they should be willing to make some sacrifices or provide some general services to the guests.

Other items that were covered are the purchasing of supplies, the costs for phone calls between host and guest (frequently long distance in Illinois) and who is in charge when there are problems with the terminal. The formula for dividing basic maintenance and service fees is defined and the payment schedule fixed. Terminal replacement costs are at least considered since equipment will need to be replaced at sometime in the future. This document proved to be a very useful tool in negotiating cluster arrangements once the libraries had some experience and knew what was involved in the obligations listed.

Cluster Arrangements - Librarians' Attitudes

In interviews which we conducted in May of 1981 and July of 1982, we asked librarians to discuss the advantages and disadvantages of their particular cluster arrangements. In a later group discussion in February of 1982, some librarians in small groups responded to questions about their cluster arrangements as well. The results, as they apply to particular arrangements, have been included in the preceding cluster descriptions. There were also some responses that apply to clustering in general, regardless of the specific work arrangement.

In the May interviews, twenty-four library directors listed as benefits of clustering the following items:

It provided the only way that they could get involved in automation (75%).
Librarians felt that without clustering, involvement would not have been possible at all.
It increased and/or cemented understanding, cooperation and communication among libraries (70.8%).

Six of twelve host library directors also felt clustering benefited them because it allowed them to have a terminal in-house. Without the other libraries as guests, it might not have been possible to obtain or support a terminal.

The directors were also asked to express their concerns or any disadvantages they saw in using OCLC in a cluster mode. The twelve host librarians gave the following general responses:

Scheduling and providing access to the terminal (5)
Accommodating the guest library staff in crowded physical conditions (5)
Additional time required to maintain the interlibrary loan subsystem for the guest (3)

Library directors from twelve guest libraries gave the following responses to the question of cluster disadvantages:

Scheduling terminal time and gaining access to the terminal were sometimes difficult (10)
The down-time and accompanying frustration was greater, they felt, in a guest mode (9)
It was more time-comsuming to be a guest than a host (8)
The time required to travel to the host library was a disadvantage (7)
There was a loss of flexibility in staffing, work patterns, and a need to batch work (3)
It was difficult to free staff to travel while maintaining library service (2)
There were additional costs to the guest such as gas, travel time, paper work, etc (2)
The public relations value of having a terminal in-house was lost (1)
A single staff member having access to the terminal created status problems among staff members (1)

The interviews in July 1982 reflected the same concerns. A higher percentage of directors (78.6%) felt library relations and communications had improved. The disadvantage most often cited by guests (47%) was the inability to get all the benefits of OCLC (for which they were now paying) without a terminal in-house. This feeling was made even clearer, in practical terms, when the directors were asked if terminal placement had affected their decision to continue with OCLC. Of the libraries that continued, 78.9% said that it played a role in their decision. Five former guest libraries (of eleven) said they would not have continued to use OCLC without a terminal in-house. In addition, nine former guests and six hosts said they would have seriously considered buying a terminal if none had been available through the Project - especially if installment payments could be arranged.

Many of our guest libraries could speak to the difference between traveling to a terminal and having one in their library because of the public access terminal project. (For a complete description see Report No. 6.) In almost all guest libraries, there were at least six months during which a terminal was placed in the library. At the time of the interviews in 1981 five of the guest libraries had had this experience. By the time decisions were made in April through June of 1982 about whether to continue with Project, most of the guest libraries had had this experience.

Conclusions

Aside from dial access use, clustering arrangements require that guest library's work be done at the host library either by a guest library staff member, or by the host library staff. The first of these arrangements creates problems of travel time, time away from the guest library, and (for the host) accommodating the guest. The second creates problems because host staff time must be allocated for guest library work. Although this time may be reimbursed by payments from the guest library, this money is not likely to be enough to support additional staff at the host library. Also, host library staff members are not, after all, hired or supervised by the guest library director and do not always directly experience the benefits of their work for that library. Of these two arrangements, the one where the host staff worked for the guest seemed to cause slightly more problems in the clusters with which we worked.

At the end of the Project, one host library proposed a solution to these divided loyalties. It was suggested that a terminal

operator be hired jointly by the host and guest libraries. It is possible that a person clearly being paid and instructed by the guest to do work during specific times would not have as many problems with conflicting demands. Since the employee's place of work would be where the terminal was, travel time would not be work time and would not require reimbursement. Illinois Prairie District's cataloging arrangement of hiring a terminal operator had these advantages. Its disadvantage was that the work was part time and sporadic. Such an operator shared among several libraries might be one viable clustering option that we did not use.

The clusters we used varied greatly in size and in make-up by type of library. Although scheduling of terminal time was a problem in the largest (i.e., most active) clusters, this was chiefly because of time needed for retrospective conversion projects that were being done during the Project. Comments from host and guest librarians on scheduling problems were usually made specifically in this context ("it would be OK except for the conversion"), or in reference to the problem of re-scheduling to make up for terminal down time.

Aside from the total amount of cluster activity, there is the factor of the relative size of the libraries. In some clusters, libraries were fairly equal in size and amount of terminal activity. In others, the host was a large library and the guests were much smaller. In the evaluations by librarians, both situations were seen to have advantages by their participants. Libraries of equal size felt that they could understand each other's needs and priorities. It also seems that there might have been more of a feeling that the terminal belonged to them jointly, as equal partners, even

though it was housed in one library. Where the host library was much larger than the guests, other advantages were perceived. The host felt that, by housing the terminal and making it available, they were helping smaller libraries to participate and to experience the advantages of automation. Librarians from the smaller units of service felt they improved their relations with the larger library staff (particularly if they traveled to the terminal to work) and that they benefited from the greater experience and expertise which that staff might have to offer. We did not find that either of these host-guest configurations, in itself, affected the success of a cluster.

Another dimension of the clusters was the types of libraries involved. Once again, we found that both homogeneous and heterogeneous arrangements had their advantages. Where all the cluster members were of one type, they felt they could understand each other's problems and priorities. Visits to the host library were an opportunity to exchange ideas on mutual concerns. Multi-type clusters, however, promoted understanding among library staff with different but often complimentary interests. This was especially true in clusters with a public library and a school library. Informal interchanges among the staff helped to increase the feeling, as one librarian put it, that "we are serving the same people."

During the Project, practically all the guest libraries had the opportunity to experience the use of OCLC with a terminal in-house. As part of our program, we placed public access terminals in most Project libraries for six-month periods. These terminals were not only used by the patrons, but also by the library staff for

cataloging and interlibrary loan. Staff members in the guest libraries thus experienced the convenience of working in-house and the advantages of constant access to the data base in serving their patrons. The patrons, through using the terminal themselves or watching the staff do so, generally gained an understanding that their access to information went beyond the four walls of their local library. Not only did this tend to increase the use of interlibrary loan, it improved the image of the library and its services in the minds of the patrons and the staff (see Project Report no. 6).

In part because of this experience, several librarians felt that, in using the terminal as a guest, they were achieving less than half the potential of OCLC use. The emphasis for them was on resource sharing, and using a terminal for interlibrary loan is very difficult in a guest situaton. They felt that if they could not afford to have a terminal in-house, they were not sure that belonging to OCLC was worth the cost of cataloging.

This is where the present OCLC pricing arrangements affect our libraries most. Most larger libraries find that cataloging is the chief benefit of OCLC. They can often prove that automated cataloging costs are less than manual costs and that both the quality and speed of cataloging have improved. If OCLC can also be used for resource sharing, so much the better, but it could be justified on the basis of cataloging alone.

For small and medium-sized libraries, particularly public and school libraries, this is not necessarily the case. OCLC cataloging costs may be much higher than costs for other cataloging methods (See Project Report no. 3). Quality and consistency may be improved,

but turn-around time is not necessarily better. The real justification of OCLC expenses in these libraries must be a balance of cataloging and resource sharing benefits - with the emphasis on the latter.

Interlibrary loan over OCLC, while more expensive than sending requests to IVLS, paid off through patron satisfaction in an immediate and obvious way. It is a service that has obvious benefits to the community and therefore can be justified to a governing board or administrator. In most cluster arrangements, the guest library must pay the high cost of OCLC cataloging without achieving, on an immediate and observable basis, the great convenience of OCLC interlibrary loan use. Of course, when a group of local libraries all use OCLC for cataloging, and there is some central ILL processor using OCLC, they all obtain better access to each other's resources and, even without an in-house terminal, their interlibrary loan service benefits. However, the benefit is not as immediately apparent and sometimes, because of routing delays, may be too small to notice.

At the end of the Project, when libraries had to decide whether to continue using OCLC and whether to request a terminal or continue as a guest, most librarians worked out exactly their part of the terminal expenses in a sharing situation along with the expenses involved in traveling. When the difference between supporting a terminal and being a guest was small, the librarian usually felt that having the terminal in-house was well worth the added cost. Since there were some terminals available for distribution at the end of the Project, the high initial investment of buying a terminal was not a barrier. The libraries that did receive terminals have,

in some cases, been actively recruiting in their area for other guests to join them. For many this involves a public library with a terminal soliciting local school libraries to become guests.

It is our feeling that clustering provides a good way to introduce libraries to OCLC use without requiring a large, up-front investment. In a cluster arrangement, the library director and staff can learn OCLC processes and gain confidence in their ability to use a complex, automated system. However, it is likely that any cluster arrangement will result in guest libraries deciding, if at all possible, to purchase their own terminals. Unfortunately, it is impossible to tell how much the libraries in our Project were influenced by their experience with the public access terminals. It is possible that, without that experience, more of the guest libraries would not have decided to continue with OCLC use, or would have been satisfied with their position as a guest.

APPENDIX A

Statistical Information on Project Libraries

and

Map of Illinois Valley Library System

Showing Participants and Clusters

TABLE I-A

Partial Participants in the OCLC Project

Library	Type	Population Served	Staff[1] (MLS)	Volumes	Annual Acq	Annual[2] ILL
Bradley University Library	Acad	300fac/5,600st	35 (9)	290,000[3]	11,000	3,000
Illinois Central College LRC	Acad	200fac/6,400st	20 (6)	70,500	2,400	250
Peoria Heights Public Library	Public	8,200 pop	6 (1)	35,100	1,900	465
Spoon River College LRC	Acad.	40fac/1,200st	6 (3)	33,900	2,700	470

[1]Staff size is given in FTE, with the number of staff members having MLS degrees given in parentheses.
[2]Annual ILL includes all requests sent, whether over OCLC or by other means.
[3]Does not include microforms, AV or government documents.

TABLE I-B

Academic Library Full Participants in the OCLC Project

Library	Students[1]	Faculty[1]	Staff[1] (MLS)	Volumes	Annual[2] Acq	Annual[3] ILL
Black Hawk College LRC	900	28	5 (2)	15,000	400	50
Eureka College Library	435	37	8.5 (3)	65,000	1,100	500

[1]Student, faculty and library staff size is given in FTE. The number of staff members having MLS degrees is given in parentheses.
[2]Annual acquisitions are given for the current year.
[3]Annual ILL is given for 1980, before extensive library use of the OCLC subsystem. Such requests were usually processed by IVLS.

TABLE I-C

OCLC Use in Project Academic Libraries

Library	Annual OCLC Use 7/81-6/82 Cataloging	ILL Requests[1]	Total Uses Through June 1982 Recon	Orig. Input	Online Holdings[2]
Black Hawk	206	146	2,509	2	2,740
Eureka	761	273	4,033	11	7,960
TOTALS	967	422	6,542	13	10,700

[1]Requests sent through OCLC; other requests may have been sent through IVLS or by other means.
[2]All holdings symbols added to the data base through any means — cataloging, retrospective conversion ("recon"), reclassification, and updates.

TABLE I-D

Public Library Full Participants in the OCLC Project

Library	Population	Income	Staff (MLS)[1]	Volumes	Annual[2] Acq	Annual[3] ILL
Alpha Park	21,800	$ 297,557	11.9 (4)	34,900	5,000	1,200
Ayer	2,400	28,000	1.2 (-)	12,100	380	150
Bradford	924	6,000	.4 (-)	5,000	171	139
Dunlap	4,700	72,600	2.5 (1)	14,800	2,600	1,000
Elmwood	2,700	60,000	1.2 (-)	9,500	500	280
Fondulac	13,500	254,600	9.5 (3)	34,019	4,000	750
Galva	3,700	53,343	3.4 (-)	17,700	1,500	780
Henry	2,700	30,600	1.2 (-)	16,700	800	610
Illinois Prairie	18,000	181,800	4.7 (1)	79,000	3,600	1,000
Kewanee	16,400	148,200	8.9 (3)	58,000	3,400	750
Lillie M. Evans	1,700	33,600	2.1 (-)	16,200	800	290
Mackinaw	2,800	36,800	2.1 (1)	12,500	900	520
Mason Memorial	700	250,000	.4 (-)	7,000	800	60
Morton	14,200	218,500	6.1 (1)	30,000	2,000	1,500
Neponset	1,000	15,900	1.4 (-)	13,900	600	50
Pekin	34,000	383,000	16.0 (5)	73,000	5,200	1,200
Peoria	124,160	1,400,000	112.0 (6)	451,000	18,000	1,700
Toulon	1,400	9,700	.5 (-)	7,000	40	124
Washington	20,000	184,000	8.7 (3)	33,500	1,700	1,100
Wyoming	1,600	6,000	.4 (-)	5,100	140	300

[1]Staff size is given in FTE, with the number of staff members having MLS degrees given in parentheses.

[2]Annual acquisitions are given for the current year.

[3]Annual ILL is given for 1980, before extensive library use of the OCLC subsystem. Such requests were usually processed through IVLS.

TABLE I-E

OCLC Use in Project Public Libraries

Library	Annual OCLC Use 7/81-6/82 Cataloging	ILL Requests[1]	Total Uses Through June 1982 Recon	Reclass	Input	Online Holdings[2]
Alpha Park	2,724	838	17,384	—	29	22,873
Ayer	284	123	1,088	—	—	1,489
Bradford	96	12	381	—	1	534
Dunlap	1,943	794	6,552	—	230	10,655
Elmwood	37	14	—	8,375	167	8,579
Fondulac	3,541	764	19,741	—	58	28,052
Galva	967	135	2,197	—	22	4,299
Henry	814	2	2,736	—	—	4,396
Illinois Prairie	2,311	2	3,125	—	4	7,405
Kewanee	3,257	518	10,982	—	76	16,232
Lillie M. Evans	480	230	1,335	—	3	2,276
Mackinaw	730	557	2,200	—	11	3,702
Mason Memorial	205	36	—	1,083	13	1,491
Morton	2,076	685	7,736	—	71	11,277
Neponset	266	6	237	—	—	822
Pekin	5,167	1,053	43,803	—	3	52,588
Peoria	4,359	1,003	74,808	—	—	79,220
Toulon	39	56	382	—	—	473
Washington	1,525	384	5,894	—	—	9,124
Wyoming	102	58	232	—	2	375
TOTALS	30,923	7,270	200,813	9,458	690	265,862

[1]Requests sent through OCLC; other requests may have been sent through IVLS or by other means.

[2]All holdings symbols added to the data base through any means — cataloging, retrospective conversion ("recon"), reclassification, and updates.

TABLE I-F

School Library Full Participants in the OCLC Project

School	Level	Bldgs	Students	Faculty	Staff[1] (MLS)	Collection Titles	Collection Volumes	Annual[2] Acq	Annual[3] ILL
East Peoria	K-JHS	8	2,500	140	4 (2)	—	51,200	600	20
Farmington	K-HS	5	1,600	90	4 (1)	18,600	26,000	1,000	150
Limestone	HS	1	1,350	88	4 (1)	13,500	15,500	650	10
Pekin	HS	2	2,800	150	10 (-)[4]	—	36,700	2,000	30

[1] Staff size is given in FTE, with the number of staff members having MLS degrees given in parentheses.

[2] Annual acquisitions are given in titles, for the current year.

[3] Annual ILL is given for 1980, before extensive library use of the OCLC subsystem. Such requests were usually processed through IVLS.

[4] Two Pekin High School staff members are qualified media specialists.

TABLE I-G

OCLC Use in Project School Libraries

Library	Annual OCLC Use 7/81-6/82 Cataloging	Annual OCLC Use 7/81-6/82 ILL Requests[1]	Total Uses Through June 1982 Recon	Total Uses Through June 1982 Orig. Input	Online Holdings[2]
East Peoria	523	43	2,599	24	3,597
Farmington	760	343	1,808	—	2,682
Limestone	491	43	2,340	—	2,939
Pekin	1,138	76	5,834	20	7,333
TOTALS	2,912	505	12,581	44	16,551

[1] Requests sent through OCLC; other requests may have been sent through IVLS or by other means.

[2] All holdings symbols added to the data base through any means — cataloging, retrospective conversion ("recon"), reclassification, and updates.

TABLE I-H

Special Library Full Participants in the OCLC Project

Library	Co. Type	Staff[1] (MLS)	Collection Monog.	Collection Serials	Annual[2] Acq	Annual[3] ILL
Caterpillar Business	Manuf.	8 (1)	12,000	700	550	320
Caterpillar Technical Information Center	Manuf.	9 (2)	14,200	650	1,200	800
Methodist Medical Center	Hospital	4 (2)	2,000	250	400	1,200

[1]Staff size is given in FTE, with the number of staff members having MLS degrees given in parentheses.
[2]Annual acquisitions are given for the current year.
[3]Annual ILL is given for 1980.

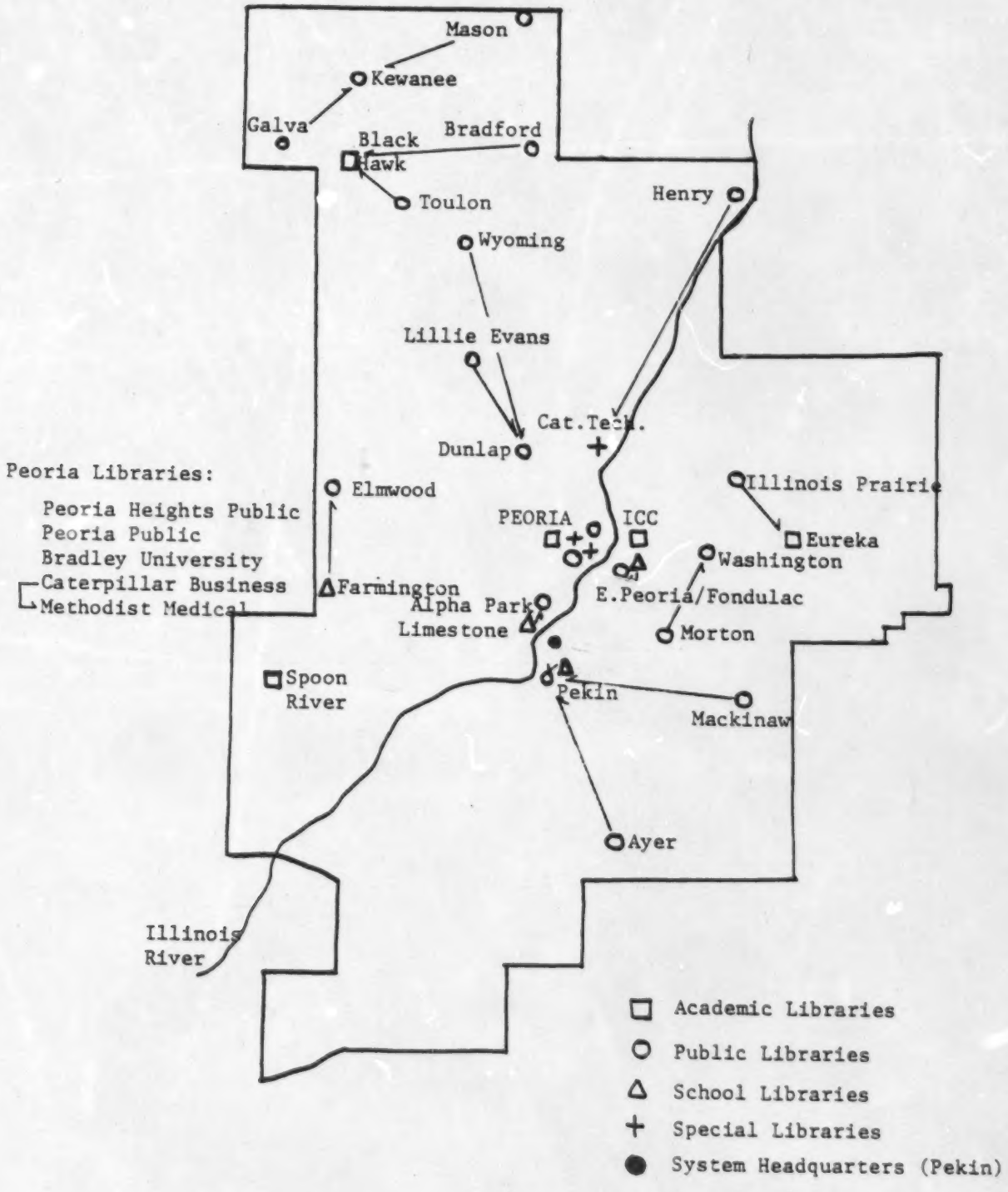
TABLE I-I

OCLC Use in Project Special Libraries

Library	Annual OCLC Use 7/81-6/82 Cataloging	Annual OCLC Use 7/81-6/82 ILL Requests[1]	Total Uses Through June 1982 Recon	Total Uses Through June 1982 Reclass	Total Uses Through June 1982 Input	Online Holdings[2]
Caterpillar Business	396	482	2,460	172	32	3,435
Caterpillar Tech. Center	154	870	727	—	91	1,101
Methodist Medical	644	288	1,730	—	60	2,722
TOTALS	1,194	1,640	4,917	172	183	7,258

[1]Requests sent through OCLC; other requests may have been sent through IVLS or by other means.
[2]All holdings symbols added to the data base through any means — cataloging, retrospective conversion ("recon"), reclassification, and updates.

Illinois Valley Library System
OCLC Experimental Project
Participating Libraries



APPENDIX B

IVLS/OCLC Cluster Agreement Form

IVLS/OCLC CLUSTER AGREEMENT

Host Library _____

Guest Library _____

Dates Covered _____

(It is recommended that cluster agreements be made to cover one year of operation and re-negotiated annually.)

I. Each library is responsible for unit charges levied by OCLC or ILLINET for actual terminal use (e.g., FTU charges, ILL charges, etc.)

II. Terminal use by Guest Library

The Guest library staff will use the terminal for the following operations:

____ Ordering cataloging cards and original cataloging

____ Making labels

____ Sending ILL requests

____ Responding to ILL requests

____ Making acquisitions slips

____ Acquisitions subsystem orders and fund work

____ Retrospective conversion

____ Other _____

The Guest Library staff will be scheduled for a minimum _____ of hours and a maximum of ____ hours per _____ (week, month, etc.) on the terminal. (Attach to the agreement a schedule of terminal hours for the Guest if desired.) The schedule of hours can be re-negotiated at any time between the Host and Guest.

If downtime prevents work during the guest library's scheduled time:

_____ All the agreed on hours will be rescheduled

_____ At least half the agreed on hours will be rescheduled

_____ Other _____

III. Host Library Services

The Host library agrees to:

____ Notify the Guest library of log-on messages affecting their use of the terminal such as expected down time, problems with cataloging subsystem, etc.

____ Check the Guest library's incoming ILL requests, notify the Guest library of messages requiring response and update the on-line ILL file with the Guest library's responses

___ Gratis
___ at $ _____ per month reimbursement from guest
___ at $ _____ per Pending request
___ at $ _____ per hour for staff time used

____ Initiate and do follow-up on ILL requests sent out by the Guest library over OCLC. (Attach the exact communication arrangements if desired, including schedules for phone calls, etc.)

____ Gratis
____ at $ _____ per month reimbursement from Guest
____ at $ _____ per request sent (including "new" requests)
____ at $ _____ per request searched but not found or not sent
____ at $ _____ per hour for staff time used.

____ Search terminal for locations of items or other information needed by the Guest library. The Guest shall call the host with such requests between the hours of _____ and _____ on _____ (days). The Host library will call with a response (positive or negative) within _____ hours of the guest call.

____ Gratis
____ at $ ____ per month reimbursement from Guest
____ at $ ____ per information request made by Guest
____ at $ ____ per hour for staff time used

____ Order catalog cards for the guest on the basis of cataloging information received and the OCLC record. (Attach exact procedure and schedule if desired.) The Host agrees to complete the cataloging within ____ days of receiving the information from the Guest library except in cases of items not in the data base or which require extensive consultation.

____ Gratis
____ at $ _____ per month reimbursement from Guest.
____ at $ _____ per title cataloged
____ at $ _____ per hour for staff time used

____ Catalog and input items not on the data base for the Guest library.
____ Gratis
____ at $ _____ per title cataloged
____ at $ _____ per hour for staff time used

IV. Supplies

____ The Guest library shall purchase its own supplies of labels and printer paper. When using the terminal the Guest staff shall use their own boxes of paper and labels exclusively. If the Host does work for the Guest, the Guest supplies will be used for Guest work.

____ The Host library shall maintain supplies of labels, paper and ribbons. The Guest library shall repay the Host library for materials used on the basis of:

____ Exact amounts used as tallied at the terminal by Host or Gues
____ Approximate amounts used based on monthly activity
____ Proportionate cost of total supplies based on the amount of activity, or some other formula _____
____ $ _____ per month

V. Telephone Costs

____ Each library will be responsible for its own telephone expenses in calling other members of the cluster.

____ Libraries will keep track of telephone expenses incurred through the cluster arrangements. At the end of the year, expenses will be balanced so that the Host and Guest library bear an equal share of the telephone expenses.

VI. Terminal Problems

If there are problems with the terminal or printer during the Guest's usage of it:

____ The Host library staff will be told and it will be their responsibility to notify the appropriate maintenance people.

____ The Guest library staff will call the appropiate maintenance people and inform the Host either verbally or in writing of the action taken and expected (from maintenance people).

VII. Maintenance and Service Fees

The Guest library shall pay a portion of the terminal and printer maintenance fees based on:

____ The number of hours scheduled for Guest use in proportion to the total number of hours the terminal is available (OCLC's operating hours and the Host building open).
Hourly rate = $_____/hr.

____ The number of hours of scheduled Guest use in proportion to the total hours scheduled for Host and all Guest libraries.
Hourly rate = $_____/hr.

____ The percent of all PRODUCE (cataloging or ILL or acquisitions) commands on the terminal which are done by the Guest library.

____ The relative cataloging rates of the Host and Guest libraries

____ An even division of costs among all the cluster libraries

____ Other _____

_____

(Additional possible factors: extra shares for the Host library, amount of recon completed, reclass produces, other uses like labels, acquisitions, distance for Guest to travel)

Payments will be figured and paid on the following schedule:

____ Figured monthly, after the fact, based on actual use (hours, produces etc.). Paid when billed.

____ Figured annually based on (check all that apply)

___ Previous year's use
___ Anticipated use
___ Estimates will be adjusted each _____ (quarter?) to reflect actual use.

Payments will be made:

____ Annually in advance
____ Monthly as billed
____ Monthly in advance
____ Other _____

VIII. Terminal replacement costs

A total contribution of $ _____ per year is needed to save enough money to replace the terminal in _____ years.

_____ Library will be in charge of the capital development fund for the cluster. It will make a brief annual report to the other cluster libraries on the amount in the fund each _____(date).

Adjustment may be negotiated in the library payments each year on or about _____ (date) to reflect the number of cluster members, the state of the fund and other factors.

Each cluster member will pay their share into the fund on a _____ (monthly, quarterly, annual) basis, with due dates as follows: _____

The amount each library shall pay will be determined by:

____ The same proportion of the total payment as it pays for the maintenance and service fees
____ In proportion to the hours of terminal use related to the total hours of availability (or use) per month/year.
____ An even division of the replacement cost among the libraries in the cluster.
____ Other _____

IX. If any additional equipment is needed by the cluster (for example, a printer), the ownership of the equipment, shares of the cost for each library, method and schedule of payments and shares of additional maintenance and insurance costs will be negotiated among the cluster members at the appropriate time. On-going costs associated with the new equipment (maintenance, insurance, supplies) may be fitted into the general cluster agreement when appropriate.